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Approved For Release 2009/04/22 : CIA-RDP80R01731R003400010020-6

6 June 1951

The Honorable James E. Webb
Undersecretary of State
Department of State
Washington, D. C.

Dear Mr. Webb:

The Director, as Chairman of the Psychological Strategy Board, has asked me to pass on to you the enclosed papers, prepared by a working committee of the various departments and agencies represented on the Board. The purpose of these papers is to submit for the Board's consideration a suggested definition of the Board's functions, a proposed outline of its organization and certain of the problems to which the Board and the Director, when appointed, might give early consideration.

There is also included a proposed agenda for a meeting of the Board which the Director expects to call in the near future.

Very truly yours,

Allen W. Dulles
Deputy Director

Enclosures

AWD:vmh

Distribution:

Orig: Addressee
1 cc: Director's Office
1 cc: DD/P Chrono file
1 cc: PSB file ✓

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6 June 1951

The Honorable Robert A. Lovett
Deputy Secretary of Defense
Department of Defense
Washington, D. C.

Dear Mr. Lovett:

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1 June 1951

MEMORANDUM FOR: THE DIRECTOR OF CENTRAL INTELLIGENCE

SUBJECT: Psychological Strategy Board (PSB)

1. Attached are papers which have been prepared interdepartmentally and approved for presentation to the Psychological Strategy Board (PSB) by the principal advisers to the members of that Board.
2. It is our recommendation that you authorize the distribution of these papers to the members of the PSB with a view to calling a first meeting of the Board in the near future.
3. It is suggested that the agenda for the first meeting of the Board might be as follows:
 - ✓ a. To consider the proposed interim procedure (TAB A).
 - b. To approve the proposed functions and organization of the Director and his Staff as an aid to the new Director in setting up his organization (TAB B).
 - c. To note the paper (TAB C) prepared by General Magruder regarding his concept of the Board and the organization chart which has been developed to implement this concept. They are put forward to suggest the eventual nature of the Board and its Staff. It is not endorsed by all the participants and if, as, and when it is discussed representatives of the departments and agencies should have an opportunity to present their views. There is also attached under TAB C a paper submitted by Mr. Howland Sargeant of the Department of State commenting on General Magruder's paper.
 - d. To consider the relationship of the Psychological Strategy Board to the National Security Council.
 - e. To consider future business of the Board (TAB D).

ALLEN W. DULLES
Deputy Director (Plans)
Central Intelligence Agency

INTERIM PROCEDURE

In order to move ahead with the organization of the PSB the chairman, General Walter Bedell Smith, suggested that informal meetings be held among the representatives of the participating agencies in order to outline the field of work of the Board. Three such meetings have been held. The first under the chairmanship of General Walter Bedell Smith and the second and third under that of Mr. Allen Dulles. This group was composed as follows:

Mr. Dulles, CIA (presiding)
Mr. Barrett, State (or his representative)
General Magruder, Defense
Admiral Stevens, JCS

This group with the help of staff assistants in each agency has developed the set of papers of which this is a part.

This group is prepared to continue to sit, if desired by the Board, to deal with any further preparatory measures that may be necessary pending the appointment of a Director and his assumption of his duties.

FUNCTIONS OF THE DIRECTOR AND STAFF

In order to give effect to the terms of the President's Directive of April 4, 1951, the responsibilities of the Director and the functions of the Staff, subject to the Board, should be:

- a. to encourage the responsible agencies to produce ideas in support of psychological operations which include those matters envisaged under the NSC 59 and NSC 10 series;
- b. as necessary, to coordinate, expedite, and ensure the expansion of the planning and implementing of psychological policies and programs;
- c. to initiate and formulate proposals, including proposals for national psychological strategy, which would be referred as appropriate to the Board or directly to the responsible operating departments or agencies for development and execution;
- d. to ensure that the psychological policies, objectives and programs promulgated by the Board are within the capabilities of execution of the operating agencies or, if not, to recommend to the Board that such special administrative personnel and logistical support as may be required from appropriate departments and agencies be made available;
- e. to make a broad and continuing evaluation of current and proposed operations in the light of national plans and to recommend improvements to the operating agencies based on this review;

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f. to assure that in the determination, pronouncement and implementation of political, economic and military policies, adequate attention is given to their psychological effects and to existing psychological programs;

g. to assure that the programs of psychological operating agencies will be furthered by U. S. Government official pronouncements;

h. to encourage, receive, and review proposals and research bearing on psychological operations from private and official sources outside the operating departments and agencies and to make these available as appropriate to such agencies;

i. to provide secretariat services, including:

(1) preparation of reports as directed by the Board;

(2) organization of the business of the Board and

expedition of decisions;

(3) promulgation of the decisions of the Board;

j. to assemble such intelligence and such policy and operational information as necessary for the performance of the above functions;

k. to examine continually the functions of the Board and Staff in order to ensure that the facilities and resources of the participating departments and agencies are utilized to the maximum extent.

(A proposed chart of organization for fulfillment of these functions is attached hereto.)

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TAB C

CONCEPT OF THE ORGANIZATION TO PROVIDE
DYNAMIC PSYCHOLOGICAL OPERATIONS
IN THE COLD WAR

The attached paper and organization chart has been prepared by General Magruder and presents a concept toward which the Board and its Staff might evolve. No new functions as such are envisaged but it is based on a much broader interpretation of the agreed functions. While agreeing that "the Board shall utilize to the maximum extent the facilities and resources of the participating departments and agencies," the group disagreed on what constituted the "maximum extent." Under the view expressed in TAB B the PSB and its Staff would emphasize the function of coordination among existing agencies. Under the concept in the attached the PSB and its Staff would itself systematically program and control the psychological strategy of the Cold War. This involves a much larger independent planning role and much more contact with the detailed operations of the agencies than could be unanimously endorsed by the representatives.

Also included under this TAB are comments on General Magruder's paper submitted by Mr. Howland Sargeant of the State Department.

S E C R E TPROBLEMS FOR CONSIDERATION

1. The attached list contains substantive problems which it is suggested the Board should consider. Although work is already going forward to some extent on all these items, the amount of progress varies considerably. It is recommended that the Board select the most important and urgent ones and direct their staffs to expedite the preparation of papers for PSB consideration.

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I. Substantive Problems

A. Suggestions for Priority Attention

1. The defection of Communist China from the USSR
2. Psychological strategy to be followed on the death of Stalin
3. A strategic psychological plan for [] and measures for immediate application
4. Psychological policies on public statements with regard to the Atomic Bomb
5. Subversion, demoralization and defection of Soviet troops in East Germany

25X1

B. Other Items

6. A psychological plan for []
7. National policy measures designed to increase desired defections (both in and outside combat areas)
8. Psychological strategy with regard to the universal desire for Peace:
 - a. desirability of a disarmament proposal
 - b. countering Soviet 1951 Peace Campaign
9. Implementation of Project []

25X1

25X1

II. Long-Term Projects (See attachment)

1. Psychological strategy in the Cold War
2. Psychological measures to insure that constructive relationships can be maintained and developed among the United States and the governments and peoples of nations, as in NATO, whose cooperation is essential to the national security.
3. Campaign to improve the personnel situation in psychological operations

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4. Survey of policy planning and research in the field of psychological operations
5. Survey of activities evaluating the effectiveness of psychological operations

III. Administrative

1. National psychological warfare and special operations personnel control and allocation
2. Measures to refine operational psychological warfare techniques
3. Cover and deception in current national psychological warfare toward USSR [REDACTED]
[REDACTED]

25X1
25X1

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2. A working place outside Washington should be designated for meetings. It has been noted in previous similar cases that it is much simpler to enable top quality men to work on problems of this sort personally (rather than delegating them to subordinates) if they can be insulated from the pressure of routine duties. This insulation procedure is commonly adopted by such agencies as Brookings and RAND with a considerable measure of success.
3. The group should be asked to work on such very broad problems as the following:
 - a. What psychological and other measures can be taken to restrain Soviet aggression?
 - b. What psychological and other measures can be taken to strengthen our allies and potential allies?
 - c. How may the best statement of U. S. ideology be arrived at?
 - d. How can our Cold War aims be defined?
4. The following measures should be taken in preparation for this working group:
 - a. Make necessary arrangements for meeting place, secretarial help, security, etc.

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- b. Prepare briefing papers. (For example, an analysis of NSC papers and Presidential statements having a bearing on psychological operations.)
 - c. Arrange for oral briefings by governmental experts, as needed.
5. The full group should be asked to meet for a three or four day period at the beginning of the summer and for a three or four day period toward the end of the summer. In between the two full meetings sub-groups should be asked to **work** on specific phases of the overall problem.
6. It should be emphasized that this is not to be viewed as an effort to work out a national policy binding on all agencies. It is rather an attempt to answer two questions:
- a. From the point of view of psychological operations, what should our national policy be?
 - b. How may existing national policy be exploited more effectively through psychological operations?

II. A Long-Term Campaign to Improve the Personnel Situation in Psychological Operations

This campaign might be divided into two parts: (1) an effort to improve and coordinate training programs, and (2) an effort to induce superior personnel who already have the available qualifications to enter government service in the field of psychological operations. A considerable amount of basic work on the first part has already been accomplished, but coordination is still lacking. An approach to the second part might be as follows:

- (1) Ascertain through interviews with leading experts outside the government what their principal objections to entering government service are.
- (2) Work out, with all agencies affected, a long-term publicity program designed to attract first-rate personnel.
- (3) Approach key members of Congress with a view to obtaining their support in this campaign.

III. Policy Planning and Research Survey

This survey, which would be undertaken primarily by the temporary PSB with outside advice solicited as needed, should attempt to answer the following questions:

1. What policy planning for the cold war and hot war in the field of psychological operations is currently going on?
2. What basic research for psychological operations in the cold war and hot war is currently going on?
3. What additional planning and research is needed, and what agencies should undertake it?

IV. Survey of Evaluation Activities

This survey should be undertaken along the same lines as the above.

PCB :vth
5/21/51